



DEPARTMENT OF THE NAVY

NAVAL HOSPITAL

BOX 788250

MARINE CORPS AIR GROUND COMBAT CENTER
TWENTYNINE PALMS, CALIFORNIA 92278-8250

IN REPLY REFER TO:

NAVHOSP29PALMSINST 1650.1D

Code 0102

15 Feb 99

NAVAL HOSPITAL TWENTYNINE PALMS INSTRUCTION 1650.1D

From: Commanding Officer

Subj: POLICIES AND PROCEDURES GOVERNING RECOMMENDATIONS FOR
MILITARY AWARDS AND DECORATIONS

Ref: (a) SECNAVINST 1650.1F
(b) CCO 1650.1H
(c) OPNAVINST 5420.27J

Encl: (1) Selection Criteria for Personal Awards
(2) Instructions for Completing Award Justification
and Citations
(3) Routing Sheet for Personal Awards

1. Purpose. To publish policy and procedures governing military award recommendations for military staff members and to establish the functions and composition of the Command Awards Board.

2. Cancellation. NAVHOSP29PALMSINST 1650.1C.

3. Background. Pursuant to references (a) and (b), the Command Awards Board is established to ensure active duty and reserve military personnel who are deserving of personal awards are nominated in a timely manner and award recommendations are accurately submitted. This board is established in accordance with the guidance set forth in reference (c).

4. Policy. Personal awards are for performance which is above and beyond that normally expected and distinguishes the individual from others performing similar acts or services.

5. Composition. The Command Awards Board shall be chaired by the Executive Officer and comprised of, but not limited to the following members:

- a. Command Master Chief
- b. Command Awards Coordinator

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- c. Director, Nursing Services
- d. Director for Administration
- e. Director, Ancillary Services
- f. Director, Medical Services
- g. Director, Surgical Services

6. Action

a. Command Awards Chairman shall:

(1) Be charged with enforcing the policies and procedures set forth in references (a) and (b). These policies ensure the fair and equitable distribution of all personnel awards.

(2) Convene the Board at least monthly and more frequently as needed.

(3) Enforce all established procedural rules as established by references (a-c) and modified by this instruction.

(4) Serve as a nonvoting member, except in those cases where the Board member's decision has resulted in a tie vote.

b. Command Awards Board Members shall:

(1) Serve as voting members.

(2) Review all award recommendations for accuracy.

(3) Be apprised of all personnel detaching from this Command, retiring or separating from service within their Directorate in a timely manner by the Military Personnel Division.

(4) Assist personnel in their respective Directorates in preparing award recommendations.

c. Head, Military Personnel Division shall:

- (1) Serve as Command Awards Coordinator.
- (2) Prepare all final personal award recommendations and supporting documents for submission to the Awards Board.
- (3) Provide a copy of minutes to all board members after Commanding Officer endorsement.
- (4) Prepare and provide board members the agenda for all meetings seven working days in advance. This agenda will include award recommendations to be considered by the Board for decision.
- (5) Return any Personal Awards Recommendations to the respective Directors, if corrections are required.
- (6) After endorsement by the Commanding Officer, deliver recommendations requiring approval by higher authority to the Marine Corps Air Ground Combat Center Awards Board.
- (7) Track all award recommendations submitted for approval and report status at the Command Awards Board Meetings.
- (8) Provide Directors a roster of personnel within the Directorate of all personnel who are leaving in a timely manner and before the deadlines recommended for submission of the specific awards (paragraph 6.e)

d. Command Master Chief shall:

- (1) Ensure the best interests of the enlisted personnel assigned to this Command are represented.
- (2) Collect and maintain statistical information regarding awards.

e. Directors shall:

- (1) Assign an individual within their directorate as a technical point of contact to assist award originators.
- (2) Ensure that awards are processed according to the guidelines provided:

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(a) Legion of Merit (LOM) and Meritorious Service Medal (MSM) recommendation must be submitted 120 days prior to terminal leave, retirement or detachment date.

(b) Navy and Marine Corps Commendation Medal (NMCCM), Navy and Marine Corps Achievement Medal (NMCAM) and the Military Outstanding Volunteer Service Medal (MOVSM) must be submitted 90 days prior to terminal leave, retirement or detachment date.

(c) Certificate of Commendation, Letter of Commendation, and Letter of Appreciation must be submitted 60 days prior to terminal leave, retirement or detachment.

(2) Provide advice and assistance to originators within their Directorate in the drafting of award nominations.

(3) Review award recommendations for accuracy and ensure awards are submitted in a timely manner to the Command Awards Board coordinator pursuant to the guidance contained in references (a) and (b), and enclosures (1) through (3).

f. Originators shall:

(1) Submit the following using the guidance of references (a) and (b) and enclosures (1) through (3).

(a) A completed Personal Award Recommendation (OPNAV 1650/3), including a summary of action, if other than a Special Act Navy Achievement Medal or Certificate of Commendation. Other awards which can be considered for special action are covered in reference (c).

(b) A proposed citation, not to exceed 9 lines Courier New, 10 PT and printed landscape for all awards with the exception of a Meritorious Service Medal and a Legion of Merit. The MSM and LOM will be printed portrait.

(c) Hard copy and Microsoft Word diskette of proposed award.

(2) Prepare the award recommendations in advance and route via their Director.

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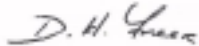
(a) Nominations should be submitted to the Command Awards Coordinator at least seven days in advance of Awards Board convening date.

(3) Not inform the intended recipient of the recommended award submission.

g. Personnel Support Detachment shall provide the originator with information required to complete the Personal Award Recommendation (OPNAV Form 1650/3), specifically blocks 6, 11, 14, 15, and 19.

7. Applicability. This instruction is applicable to all military personnel assigned to the Naval Hospital Twentynine Palms, California.

8. Forms. Personal Award Recommendation (OPNAV Form 1650/3) may be obtained through Military Personnel and Central Files Divisions.



D. H. FREER
Acting

Distribution:
List A
Command Awards Board Members

SELECTION CRITERIA FOR PERSONAL AWARDS

Criteria for the following personal awards include:

1. Frequency of Awards

a. Special Act. These award recommendations should emphasize truly outstanding meritorious performance of a specific act that is sufficiently distinct from normal assigned duties. Certificates of Commendation and Navy and Marine Corps Achievement Medals are the usual awards for special accomplishments. These awards should be for a specified period of time, not to exceed six months. A summary of action is not required for special act Navy and Marine Corps Achievement Medals. The Commanding Officer has the authority to award a specified number of special act Navy and Marine Corps Achievement Medals each fiscal year.

b. End of Tour. Recognition of sustained superior performance, during a tour of duty, for an individual who has accomplished specific achievements, not previously recognized by an award. An end of tour award is not to be considered routine. The individual must have brought distinction upon themselves and whose acts have had significant impact to command's mission or to the Naval service.

c. Completion of Naval Career. Awards to personnel completing a Naval career through retirement or separation should receive special attention. This does not mean an award should be given in every case. The individual's performance and the impact of that service must still be considered.

2. Types of Awards

a. Letters of Appreciation/Commendation

(1) Usually reserved for enlisted personnel, whose performance or contribution to the Command's mission is noteworthy.

(2) Awarded by the Commanding Officer and requires draft citation, enclosure (2).

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(3) Must be submitted to the Commanding Officer at least two weeks in advance of desired date via the appropriate Directorate.

b. Certificate of Commendation

(1) Usually reserved for enlisted personnel, who have performed their duties in a highly commendable fashion. Specific contributions to Command mission must be noted.

(2) Awarded by the Commanding General and requires a proposed citation and transmittal letter signed by the Commanding Officer.

(3) Submit to the Commanding Officer via the chain of command and Awards Board.

c. Navy and Marine Corps Achievement Medal

(1) Reserved for personnel O-4 and below.

(2) Must be doing more than "a good job." Achievement must clearly exceed that which is expected, or required, considering the individual's grade or rate, training and experience. Contributions to the Command mission must be noteworthy and measurable.

(3) Awarded by the Commanding Officer (special acts only) or the Commanding General for end of tour awards.

d. Navy Commendation Medal

(1) Usually reserved for personnel serving in a billet that is a higher level than present rank.

(2) Whose performance extends beyond the assigned level of responsibility.

(3) Normally awarded for meritorious service which results in significant impact to the command's mission. For supporting organizations that impact is maybe both to the supported command as well as the command itself. Actions which

improve policies, procedure, exhibit initiative, and or resulted in more efficient processes qualify as examples.

e. Meritorious Service Medal

(1) Awarded to any member of the Armed Forces who distinguishes himself/herself by outstanding achievement or meritorious service to the United States. It was established as a junior award of the Legion of Merit for those in positions of lesser authority and intended to replace the Bronze Star for recognition of meritorious non-combat service.

(2) Serving in a position with higher level of responsibility or assuming higher levels of authority, such as an O-4 serving in an O-5/6 position.

(3) The impact of service should show such things as significant monetary savings, initiative, creativity, impact on policies and procedures, or benefits to Command mission, operations, Corps, Medical Department or United States Navy.

f. Legion of Merit

(1) Awarded to members of the Armed Forces for exceptionally meritorious conduct in the performance of outstanding service to the United States.

(2) To justify this award, the service rendered must have been of high responsibility whose impact must be to the entire service and nation. The award is generally for Flag Officers or those in his command.

INSTRUCTIONS FOR COMPLETING AWARD JUSTIFICATION AND CITATIONS

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GENERAL INFORMATION

1. Award Initiation. The responsibility normally lies with the individual's supervisor, department head, or director. However, persons having knowledge of events or circumstances which merit recognition may submit a recommendation through the individual's chain of command.

2. Award Purpose. Personal awards are an effective means of enhancing morale by providing prompt and appropriate recognition for individuals who have performed outstanding acts of heroism, distinguished, and/or exceptional service(s). Awards are not rewards for good performance. Approximately 4% of the service receives a personal award each year.

3. Award Submission. Recommendations for military decorations submitted at the end of a normal tour of duty for meritorious or distinguished service must refer to specific achievements not previously recognized by an award. They must cite performance of duty above and beyond that normally reflected in fitness reports, evaluations, meritorious mast, letters of commendation, or other public recognition. A recommendation for meritorious service should not normally be submitted until an individual's detachment is anticipated. In a case where a reporting senior who is being detached feels that recognition of a subordinate is merited, an OPNAV 1650/3 package may be completed for the observed period, to be retained by the Command pending detachment of the individual being recommended.

4. Classified Material. No classified information may be included in the proposed citation. Only the summary of action that accompanies the citation may contain classified information and should be marked in accordance with classification regulations.

5. Number of Awards. Only one award will be given for the same act, achievement, or period of meritorious service.

6. Timeliness. Promptness in processing military awards is essential. All awards to be considered must be submitted to the Awards Board Coordinator 7 working days prior to the next

convening date. Announcement of the final outcome of an award recommendation will not be made until the FINAL awarding authority has approved the award.

7. Awards Board. Naval Hospital, Twentynine Palms Awards Board convenes the first Thursday of each month. The Board consists of the Director's, Command Master Chief, Awards Board Coordinator, and the Executive Officer of Naval Hospital Twentynine Palms. The ultimate purpose of the board is to review each award submission and make a recommendation to the Commanding Officer. The Board may recommend one of the following actions:

- a. Disapproval of the recommendation.
- b. Downgrade to a lower award.
- c. Upgrade to a higher award.
- d. Approval as submitted.
- e. The appropriate director Representative will be responsible for returning the awards that need revision to the originator based on the Board's recommendation.

AWARD PREPARATION

1. Required Parts for Award Submission. Failure to comply with the following will result in the return of the award without action:

- a. OPNAV 1650/3 (Personal Award Recommendation) page 28.
- b. Summary of Action.
- c. Citation.
- d. Routing Sheet (Chain of Command Endorsement) Enclosure (3).
- e. Summary of action and citation in the current Microsoft Word format on virus free disks. All disks will be returned to the originator.

2. OPNAV 1650/3 (Personal Award Recommendation):

- a. Complete the front side only.
- b. Complete blocks 1 through 21 only. N/A is not considered an appropriate answer. All information is required.
- c. An example, instructions, and checklist for completing the OPNAV 1650/3 are provided on page 25.

3. Summary of Action

- a. Submitted on plain white paper (not on the back of OPNAV 1650/3). Length of Summary of action is not limited to one page for NAM and NCM and one and a half pages for MSM and LOM.
- b. Typed, single spaced, Courier New, 12pt.
- c. The only acronyms which can be used are U.S. and USS.
- d. The summary of action is composed of three parts: (1) a starting paragraph; (2) a middle section in bullet format in the order of importance; and (3) a closing paragraph. Refer to specific instructions for each award.

Enclosure (2)

e. For retirement awards: (1) the last line of the summary paragraph should say "This award culminates _____ years of dedicated and honorable Naval Service"; (2) the level of the award must be appropriate for the performance at the current command, and not include excerpts from their entire career.

4. Citation

- a. Submitted on plain white paper.
- b. Typed single spaced, courier new case use, 10pt font.
- c. The only acronyms which can be used are U.S. and USS.
- d. No more than 22 lines and no less than 15 lines for an MSM or LOM and 9 lines for all other awards.
- e. The citation is a condensed format of the summary of action and should reflect only information which can be supported by the summary of action. It is composed of the following: (1) beginning standard sentence; (2) middle section; (3) retirement standard sentence, if applicable; and/or (4) ending standard sentence. Refer to specific instructions in this manual which concern the specific medal being recommended.

5. Chain of Command Endorsement/Cover Letter

- a. Utilize the example endorsement, Enclosure (3).
- b. The endorsement/cover letter must accompany the award recommendation.

6. Submission

- a. Submit all award recommendations to the Awards Board Coordinator, via the chain of command.
- b. End-of-Tour. Recognition of sustained superior performance during a tour of duty for an individual who has accomplished several specific achievements, not previously recognized by an award. An end of tour award is not to be considered routine. The individual must have brought distinction upon himself and or the command.

Enclosure (2)

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c. Special Act. These award recommendations should emphasize truly outstanding meritorious performance of a specific nature that is sufficiently distinct from normally assigned duties. Certificates of Commendation and Navy Achievement Medals are the usual awards for special accomplishments. These awards should be for a specified period of time, not to exceed thirty days. A summary of action is not required for special act Navy Achievement Medals. The Commanding Officer, Executive Officer and the Command Master Chief have the authority to award a specified number of special act Navy Achievement Medals each fiscal year. Currently our command is authorized to award eight (8) NAMS for officers and 20 NAMS for enlisted personnel.

d. Completion of Naval Career. Awards to personnel completing a Naval career through retirement or separation should receive special attention. This does not mean an award should be given in every case. The individual's performance must still be considered.

e. Letters of Commendation and Appreciation are submitted 14 working days in advance of presentation or departure.

f. All work is submitted using the current Microsoft Word format on virus free disks. All disks will be returned. All awards not received on disk will be returned.

MERITORIOUS SERVICE MEDAL (MSM)

1. Eligibility. Awarded to any individual who distinguishes himself or herself by outstanding meritorious achievement or service to the United States. To justify this decoration, the act(s) or service(s) rendered must show exceptional performance of duty, clearly above that normally expected. They should have contributed materially to the success of a project or command and must have been comparable to that required for the Legion of Merit but in a duty of lesser responsibility.

2. Criteria. Usually awarded when the individual meets one or more of the following: (1) managing/ed significant monetary or personnel assets; (2) OIC, Department Head, or higher level of responsibility; (3) assuming/ed higher levels of authority (e.g., 05 in 06); (4) acting/ed; (5) service or achievement has/had benefit to the command mission, base/fleet operations, their profession, corps, the Navy Medical Department, or the Navy.

3. Summary of Action

a. Submitted on plain white paper, courier new, 12pt font and not longer than one and one half pages.

b. Starting paragraph must include this mandatory beginning sentence: "For outstanding meritorious achievement (or service) while serving as (DUTY ASSIGNMENT), (DUTY STATION), (INCLUSIVE DATES)". Continue the paragraph with brief statements about the individual and their performance.

c. Middle section must be completed in conversational format in order of importance with the first word of each bullet beginning with an action verb. "Specific examples" of the performance along with "results and benefits" must be given. In this section use cause, action, effect, benefit and results or the problem, solution, and outcome approach to each bullet. Quantify wherever possible (dollar savings, numbers or percentages for improvements, or personnel affected). Use hard-hitting action draft verbs vice flowery phrases.

Enclosure (2)

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d. Closing paragraph should summarize the individual's performance and include sentences that state outstanding attributes mentioned or implied with one of the following: (1) (NAME) is deserving of special recognition"; (2) (NAME's) accomplishments have earned this special recognition"; (3) (NAME) is worthy of the special recognition accorded the Meritorious Service Medal"; (4) (NAME) has my strongest recommendation for the award of the Meritorious Service Medal"; (5) (NAME) has earned the special recognition of the Meritorious Service Medal".

e. RETIREMENT awards will end with the following sentence: "This award culminates _____ years of dedicated and honorable Naval Service".

4. Citation

a. Beginning of citation/opening sentence must include this mandatory opening: "For outstanding meritorious achievement (service) while serving as (DUTY ASSIGNMENT), (DEPARTMENT), (DUTY STATION), (INCLUSIVE DATES)".

b. Middle section of the citation/statements of meritorious achievement or service should include some of the bullets from the summary of action transposed to this part. All achievements included in the citation must be previously mentioned in the summary of action.

c. Retirement sentence of citation should include this mandatory sentence before the ending sentence: "His/Her distinctive accomplishments culminated a distinguished career of (number of years) of loyal and faithful service to our country.

d. Ending sentence of citation/commendatory remarks states the outstanding attributes mentioned or implied in the second part which should include this mandatory sentence ending "reflected great credit upon himself/herself and were in keeping with the highest traditions of the United States Naval Service."

MSM SUMMARY OF ACTION EXAMPLE

For outstanding meritorious achievement/service as the (JOB TITLE), (DEPARTMENT), Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from 01 August 1988 through 01 July 1992. (NAME) consistently displayed superior managerial abilities, innovative organizational concepts and unsurpassed attention to the needs of his staff and patients. His initiatives, program planning and precise implementation were instrumental in significantly improving and expanding health care services to over 80,000 eligible health care recipients. His attitude has had a significant and positive impact on both morale and mission accomplishments at the (DEPARTMENT). Some of his more noteworthy accomplishments include:

Improved pharmacy services by expanding operations to triple the staff through contracts and civilian hiring, double the space allocation to optimize work flow, and reduce prescription filling lines by 75 percent while increasing daily output by over 50 percent.

Developed and implemented with sister services and community emergency medical resources a program to provide essential emergency medical response teams with advanced life support training and capabilities.

Utilized Naval Reserve Forces medical assets effectively to support the clinic's mission and support the (DUTY STATION). In turn provided required training and drill support.

Rejuvenated the clinic's environment through an extensive self-help program which improved staff and patient comfort, safety, and morale.

Implemented a customer response program resulting in improved relationships with all base tenant and host activities.

Expanded capabilities for primary patient care for dependents and retirees by implementing a full service ambulatory care internal partnership program. This service provides over 500

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additional patient appointments per month, saving the Department of Defense over \$83,000 per year through negotiated prices for services.

Assisted in the development of an Alternate Use of CHAMPUS Funds project to provide optometry services at a reduced cost to the Department of Defense. Appointment availability for this service has more than doubled.

(NAME) has consistently demonstrated superior performance as a health care administrator and medical planner. His leadership was essential to the successful fulfillment of the clinic's mission. He is most deserving of the recognition provided by the Meritorious Service Medal for his superior support of Navy Medicine. This award culminates _____ years of dedicated and honorable Naval Service.

Enclosure (2)

MSM CITATION EXAMPLE

The President of the United States takes pleasure in presenting the MERITORIOUS SERVICE MEDAL to

FIRST MIDDLE LAST NAME
RATE/RANK, CORPS
UNITED STATES NAVY/NAVAL RESERVE

for service as set forth in the following
CITATION:

"For outstanding meritorious service/achievement as (JOB TITLE), Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from August 1988 through July 1992. (NAME's) superb management acumen and innovative organizational concepts were instrumental in improved service and quality care at every point of customer contact. As a direct result of his efforts, access to patient care and the delivery of support services have more than doubled for greater than 80,000 eligible beneficiaries. Due to his innovative partnership agreements, contracts, and shared health care services, the Department of Defense yielded a savings in excess of \$83,000 per year. Through diligent planning, he established and improved many programs and services always keeping the well being of the customer foremost, including Health Benefits Counseling, Pharmacy Services, Personal Reliability Programs, Optometry Services, Emergency Medical Services, and community support activities. Health care services have never been better for the population he supports. His distinctive accomplishments culminated a distinguished career of _____ years of loyal and faithful service to our country. (NAME's) superb professionalism and impressive devotion to duty reflected great credit upon himself and were in keeping with the highest traditions of the United States Naval Service."

For The President,

Enclosure (2)

NAVY AND MARINE CORPS COMMENDATION MEDAL

1. Eligibility. Awarded to an individual who distinguishes himself or herself for heroic/meritorious achievement or service. To merit this award, the acts or services must be accomplished or performed in a manner above that is normally expected and sufficient to distinguish the individual above those performing similar acts or services.

2. Criteria. Usually awarded when the individual meets one or more of the following: (1) for meritorious achievement, the achievement should constitute a definite contribution to the Naval Service such as an invention, or improvement in design, procedure, or organization; (2) for meritorious service, the performance should be well above that usually expected of an individual commensurate with his grade or rate, and above that degree of excellence which can be appropriately reflected in the individual's fitness report or personnel record; (3) clearly show significant monetary savings, initiative, creativity, impact on policies, procedures, or command; (4) served in a billet of higher level than present rank; (5) performance extends beyond the level of responsibility; or (6) or retirement/end of tour.

3. Summary of Action

a. Submitted on plain white paper, not on the back of OPNAV 1650/3.

b. Middle section must be completed in bullet format, in order of importance, and with the first word of each bullet beginning with a past tense verb. "Specific examples" of the performance along with the "results and benefits" must be given. In this section use cause, action, effect, benefit, and results or the problem, solution and outcome approach to each bullet. Quantify wherever possible (dollar savings, numbers or percentages for improvements, or personnel affected). Use hard-hitting action verbs, skip flowery phrases.

c. Closing paragraph should summarize the individual's performance and include sentences that state outstanding attributes mentioned or implied with one of the following:

Enclosure (2)

(1) "deserving of special recognition";

(2) "have earned this special recognition";

(3) "worthy of the special recognition accorded the Navy and Marine Corps Commendation Medal";

(4) "NAME has my strongest recommendation for the award of the Navy and Marine Corps Commendation Medal";

(5) "NAME has earned the special recognition of the Navy and Marine Corps Commendation Medal."

d. RETIREMENT awards will end with the following sentence: "This award culminates ____ years of dedicated and honorable Naval Service".

4. Citation

a. Beginning of citation/opening sentence must include this mandatory opening sentence "For heroic/meritorious achievement, or heroic/meritorious service while serving as (DUTY ASSIGNMENT), (DUTY STATION), (INCLUSIVE DATES)" and a brief statement about the individual.

b. Middle section of citation/statements of meritorious achievement or service should include some of the bullets from the summary of action transposed to this section. All achievements included in the citation must be previously mentioned in the summary of action.

c. Retirement sentence of citation should include this mandatory sentence before the "ending sentence": His/Her distinctive accomplishments culminated a distinguished career of # of years of loyal and faithful service to our country.

d. Ending sentence of citation/commendatory remarks states the outstanding attributes, mentioned or implied in the second part which should include this mandatory sentence ending "reflected great credit upon himself/herself and were in keeping with the highest traditions of the United States Naval Service."

Enclosure (2)

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NCM SUMMARY OF ACTION EXAMPLE

For meritorious service in the superior performance of duty while assigned to the (JOB TITLE), (DEPARTMENT), Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from October 1989 through October 1992. NAME's outstanding performance of duty was unparalleled. She superbly managed a variety of roles, including Clinical Instructor for the DEPARTMENT with a staff of greater than 100, and Division Officer for the 10 bed Intensive Care Unit with a staff of 50. Under her direction, her division consistently provided expert care for a demanding workload. NAME's commitment to excellence was evident through her many accomplishments which included:

- Created, designed, and implemented the Specialty Bed Management System, utilized for patients who are at high-risk for skin breakdown. Utilization of this system resulted in Naval Hospital, Twentynine Palms' achieving an impressive 40 percent below national average in the National Pressure Ulcer Prevalence Survey.

- Initiated and coordinated the implementation of a needleless intravenous system for the command resulting in a safer working environment with an anticipated 50 percent saving in follow-up care for needle sticks, an annual net savings of an estimated \$60,000.

- Developed and implemented orientation programs for 50 newly assigned staff members in the Intensive Care Unit when 50 percent of the active duty staff deployed in support of Operation Desert Shield/Storm. Her flawless direction enabled this staff to immediately assume critical care nursing responsibilities without compromising patient care.

- Authored Naval Health Sciences Education and Training Command's standardization project of the Navy's Basic Critical Care Course for Nurses and coordinated the Naval Hospital, Twentynine Palms' bi-annual course in 1990 and 1991.

Enclosure (2)

- Presented pertinent lectures in the Neonatal Intensive Care Course, the Physical Assessment Course, and the Basic Critical Care Course for corpsmen, increasing the knowledge of over 150 nursing personnel annually.

- Participated voluntarily, in three studies providing presentations at both the 1990 and 1991 annual meetings of the American Military Surgeons in the Uniformed Services.

- Committed to progressive nursing, she significantly contributed toward Twentynine Palms receiving the area award for most new members in 1992 for the Tidewater Chapter of the

American Association of Critical Care Nurses. She presented leadership and management lectures at a local school of nursing. NAME'S proactive contribution toward attainment of mission goals were unequalled. Her sense of professionalism and responsibility were reflected in her involvement in the command and the community. NAME'S performance exemplified her personal commitment to excellence and outstanding dedication to duty. She is most deserving of the special recognition of the Navy and Marine Corps Commendation Medal.

Enclosure (2)

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NCM CITATION EXAMPLE

The Secretary of the Navy takes pleasure in presenting the NAVY
and MARINE CORPS COMMENDATION MEDAL to

FIRST MIDDLE LAST NAME
RATE/RANK, CORPS
UNITED STATES NAVY/NAVAL RESERVE

for service as set forth in the following
CITATION:

"For meritorious service in the superior performance of her duties while assigned to the (DEPARTMENT), Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from October 1989 through October 1992. NAME consistently displayed commitment to excellent, bold imagination, and in-depth professional knowledge. Ever aware of the increasing need to foster the careers of health care providers, she presented numerous classes and lectures related to critical nursing and authored the standardized Navy-wide Basic Critical Care Course for Nurses. She created, designed, and implemented the Specialty Bed Management System, utilized for patients who are at high-risk for skin breakdown which resulted in Naval Hospital, Twentynine palms achieving an impressive 40 percent below average in the National Pressure Ulcer Prevalence Survey. Additionally, she created and implemented a needless intravenous system for the command which resulted in a safer working environment with an anticipated 50 percent saving in follow-up care for needle sticks and an estimated net savings of \$60,000 annually. her significant contributions ensured collaborative efforts to attain mission goals and have earned her the respect and admiration of all who observe her. NAME'S exceptional professional ability, initiative, and loyal dedication to duty reflected great credit upon herself and were in keeping with the highest traditions of the United States Naval Service."

For the Secretary,

Enclosure (2)

NAVY AND MARINE CORPS ACHIEVEMENT MEDAL (NAM)

1. Eligibility. Awarded to any individual Lieutenant Commander and below for meritorious service/achievement based on sustained performance or specific achievement of a superlative nature. The act(s) shall be of such merit as to warrant more tangible recognition than is possible by a fitness report evaluation sheet.

2. Criteria. Usually awarded when the individual demonstrates professional achievement as follows: (1) clearly exceeds that which is normally required or expected, considering the individual's grade or rate, training, and experience; (2) be an important contribution that is of benefit to the United States and the Naval Service; (3) leadership achievement that must be noteworthy, be sustained so as to demonstrate a high state of development or, if for a specific achievement, be of such merit to earn singular recognition for the act(s), reflect most creditably on the efforts of the individual toward the accomplishment of the unit mission; (4) has done more than "a good job"; (5) extended themselves beyond the limits of the position.

3. Summary of Action

a. Submitted on plain white paper, not on the back of OPNAV 1650/3.

b. Starting paragraph must include this mandatory beginning sentence "For professional/leadership achievement in the superior performance of his duties while serving as (DUTY ASSIGNMENT), (DUTY STATION), (INCLUSIVE DATES)". Continue with brief statements about the individual and his/her performance.

c. Middle section must be completed in bullet format, in order of importance, and the first word of each bullet beginning with a past tense verb. "Specific examples" of the performance along with the "results and benefits" must be given. In this section use cause, action, effect,

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benefit and results or the problem, solution, and outcome approach to each bullet. Quantify wherever possible (dollar savings, numbers or percentages for improvements, or personnel affected). Use hard-hitting action verbs, skip flowery phrases.

d. Closing paragraph should summarize the individual's performance and include sentences that state outstanding attributes mentioned or implied with one of the following: (1) "deserving the special recognition"; (2) "have earned this special recognition"; (3) "worthy of the special recognition accorded the Navy and Marine Corps Achievement Medal"; (4) "NAME has my strongest recommendation for the award of the Navy and Marine Corps Achievement Medal"; (4) "NAME has my strongest recommendation for the award of the Navy and Marine Corps Achievement Medal"; (5) "NAME has earned the special recognition of the Navy and Marine Corps Achievement Medal".

e. RETIREMENT awards will end with the following sentence: "This award culminates ____ years of dedicated and honorable Naval Service".

4. Citation

a. Beginning of citation/opening sentence must include this mandatory sentence: "For professional or leadership achievement in the superior performance of his/her duties while serving as (DUTY ASSIGNMENT), (DUTY STATION), (INCLUSIVE DATES)" and a brief statement about the individual.

b. Middle section of citation/statements of meritorious achievement or service should include some of the bullets from the summary of action transposed to this section. All achievements included in the citation must be previously mentioned in the summary of action

c. Retirement sentence of citation should include this mandatory sentence before the "ending sentence": His/Her distinctive accomplishments culminated a distinguished career of # of years of loyal and faithful service to our country.

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d. Ending sentence of citation/commendatory remarks states the outstanding attributes mentioned or implied in the second part which include this mandatory sentence ending "reflected great credit upon himself/herself and were in keeping with the highest traditions of the United States Naval Service."

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NAM SUMMARY OF ACTION EXAMPLE

For professional achievement in the superior performance of duties while assigned as (JOB TITLE), (DEPARTMENT), Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from August 1990 through January 1992. NAME consistently performed his/her demanding duties in a superb and most commendable manner. His/her superlative level of professionalism, enthusiasm, and dedication to duty, significantly contributed to the clinic successfully meeting its assigned mission. Specific accomplishments include:

- Revised the standard operating procedure manual for (DEPARTMENTS). Her efforts and organizational skills resulted in a 25 percent increase in the number of physical examinations conducted without increasing the staff requirements.

- Devoted many hours during Operations Desert Shield/Storm, to the orientation, training, and supervision of recalled Naval Reserve personnel, ensuring quick orientation and integration of reserve personnel to clinic policy and procedures.

- Volunteered to teach Emergency Medical Technician/Ambulance Refresher Training classes at Naval Hospital, Twentynine Palms, to ensure that ambulance crews in the Tidewater Area were staffed with fully certified crews.

- Instructed classes in IV Therapy and medical administration thus ensuring the comprehensive skills and knowledge level of clinic staff personnel.

- Provided direction and guidance to the section following the return of the staff from Operations Desert Shield/Storm. Through his leadership, supervision, and management, the section was able to process over 1500 separation physical exams in a two month period, with less than a 1 percent discrepancy rate. NAME'S outstanding performance is above and beyond the expectations of her RANK. NAME is deserving of the Navy and Marine Corps Achievement Medal. This award culminates 22 years of dedicated and honorable Naval Service.

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NAM CITATION EXAMPLE

The Secretary for the Navy takes pleasure in presenting the NAVY and MARINE CORPS
ACHIEVEMENT MEDAL to

FIRST MIDDLE LAST NAME
RATE/RANK, CORPS
UNITED STATES NAVY/NAVAL RESERVE

for service as set forth in the following
CITATION:

"For professional achievement in the superior performance of duty while assigned as
(JOB TITLE), (DEPARTMENT), Naval Hospital, Marine Corps Air Ground Combat Center,
Twentynine Palms, California from August 1990 through January 1992. As a direct result
of her direction and guidance following the return of the staff from Operations Desert
Shield and Desert Storm, over 1500 separation physical exams were processed within a two
month period, with less than a one percent discrepancy rate. NAME's exceptional
professional abilities, initiative and loyal dedication to duty reflected great credit
upon herself and were in keeping with the highest traditions of the United States Naval
Service."

For the Secretary,

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CERTIFICATE OF COMMENDATION (COC)

1. Eligibility. Awarded to any individual (military or civilian) who, while serving in any capacity with the Navy, distinguishes himself or herself for outstanding achievement or service above that is normally expected of the individual performing similar services, considering job performance and rank.

2. Criteria. Usually awarded when the individual meets one or more of the following: (1) has done an "an outstanding job"; (2) extended themselves beyond the limits of the position; (3) shown superior performance in completion of a special task; (4) end of tour. This recognition is awarded when a Navy and Marine Corps Achievement Medal seems high for the accomplishment of the individual.

3. Preparation

a. The Certificate of Commendation consists of three parts: (1) a standard opening sentence; (2) a middle paragraph where the individual's accomplishments, benefits, savings, and performance of duties are described; and (3) a standard closing sentence.

b. Unlike the citation write up for a medal or Letters of Commendation/Appreciation, the Certificate of Commendation is typed or printed on the paper sideways (landscape). See enclosure (1) for example.

c. Should not exceed 9 lines of text from standard opening sentence to standard closing sentence.

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Certificate of Commendation
The Commanding General, Marine Corps Air Ground Combat Center
Twentynine Palms, California

takes pleasure in commending

Hospitalman First Middle Last Name, USN, 999-99-9999
for

superior performance of duty while serving as a staff corpsman in the (Department) at Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from July 1994 to October 1995. Extremely knowledgeable, enthusiastic and resourceful, he performed all duties in an exemplary manner. Industrious and creative, he devoted many hours developing, implementing, and managing a Crutch log, saving the command over \$600.00 dollars in a five month period. Without hesitation he volunteered over a 100 hours providing medical support for various Hospital and base events. His sustained superior performance and devotion to duty were in keeping with the highest traditions of Navy Medicine and reflects great credit upon himself and the United States Navy.

L. M. PALM
Major General
U.S. Marine Corps
Commanding

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LETTER OF COMMENDATION

1. Eligibility. Awarded to any individual (military or civilian) who, while serving in any capacity with the Navy, distinguishes himself or herself for outstanding achievement or service above that is normally expected of the individual performing similar services, considering job performance and rank.

2. Criteria. Usually awarded when the individual meets one or more of the following: (1) has done more than "a good job"; (2) extended themselves beyond the limits of the position; (3) shown superior performance in completion of a special task; (4) end of tour.

3. Preparation

a. The Letter of Commendation consists of three parts: (1) a standard opening sentence; (2) a middle paragraph where the individual's accomplishments, benefits, savings, and performance of duties are described; and (3) a standard closing sentence.

b. Unlike the citation write up for a medal, Letters of Commendation are written in the personal tense, i.e., you or your.

c. Should not exceed 15 lines of text from standard opening sentence to standard closing sentence.

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LOC EXAMPLE

The Commanding Officer, Naval Hospital, Twentynine Palms takes pleasure in presenting a LETTER OF COMMENDATION to

FIRST MIDDLE LAST NAME
RATE/RANK, CORPS
UNITED STATES NAVY/NAVAL RESERVE

It is with great pleasure that I commend you for your superior performance and accomplishments while assigned as (JOB TITLE), (DEPARTMENT), Naval Hospital, Marine Corps Air Ground Combat Center, Twentynine Palms, California from 01 August 1990 through 01 October 1991.

During this tenure, you consistently performed your duties with the highest degree of pride and professionalism. As Supply Department Head, your tireless efforts ensured that the clinic was adequately stocked with supplies and equipment, and organized the Supply Department to function on its own. You expertly managed a budget that grew from \$25,000 to \$500,000 a year in only six months. Your superb efforts contributed significantly to enabling the clinic to stand alone.

Your enthusiasm and total dedication to duty reflect great credit upon yourself and are in keeping with the highest traditions of the United States Naval Service. I commend you for a job "Well Done" and wish you continued success in your future endeavors.

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LETTER OF APPRECIATION (LOA)

1. Eligibility Requirements. Awarded to any individual (military or civilian) who, while serving in any capacity with the Navy, distinguishes himself or herself for excellent achievement or service above that which is normally expected of the individual performing similar services, considering job performance and rank.

2. Criteria. A LOA is a formal way of recognizing and thanking personnel for services provided. Usually awarded when the individual meets one or more of the following: (1) consistent good military behavior/appearance; (2) performance or completion of a special task; or (3) end of tour.

3. Preparation

a. The LOA consists of three parts: (1) a standard opening sentence; (2) a middle paragraph where the individual's accomplishments, benefits, savings, and performance of duties are described; and (3) a standard closing sentence.

b. Unlike the citation write-up for a medal, LOA's are written in the personal tense, i.e., you or your.

c. Should not exceed 15 lines of text from standard opening sentence to standard closing sentence.

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LOA EXAMPLE

The Commanding Officer, Naval Hospital, Twentynine Palms,
California takes pleasure in presenting a LETTER OF
APPRECIATION to

FIRST MIDDLE LAST NAME
RATE/RANK, CORPS
UNITED STATES NAVY/NAVAL RESERVE

It is with great pleasure that I express my sincere
appreciation for your superior performance in your role a
(JOB TITLE), (DEPARTMENT), Naval Hospital, Marine Corps Air
Ground Combat Center, Twentynine Palms, California on 21
July 1993.

Selected for your professionalism, enthusiasm, and
total commitment to quality, you contributed significantly
to the implementation of the principles of Total Quality
Leadership by instructing 32 staff member in the
introduction to Total Quality Leadership course. This
course laid the foundation for this command's Quality
Management Boards, Process Action Teams, and the total
force involvement required for a process that is expected
to revolutionize our business practices.

Your enthusiasm and total dedication to duty reflect
great credit upon yourself and are in keeping with the
highest traditions of the United States Naval Service. I
extend to you my personal appreciation for a job "Well
Done" and wish you continued success in your future
endeavors.

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PERSONAL AWARD RECOMMENDATION INSTRUCTIONS(OPNAV 1650/3)
INSTRUCTIONS

Complete boxes 1 through 21, typed, in CAPITAL letters for the person receiving the award. If the proposed award is a special act, the From block should come from the member's Director (i.e. DIRECTOR FOR ADMINISTRATION, etc) and signed by that Director. The To block should read: COMMANDING OFFICER, NAVAL HOSPITAL 29 PALMS.

Block 1. Enter Social Security Number.

Block 2. Enter the individual's LAST name first, then FIRST name, middle initial only and any suffixes, (Jr., Sr., II, etc.) If no middle name, use NMN, i.e., DOE, JOHN NMN, Jr. If member uses a letter instead of a middle name, use quotation marks (i.e., DOE, JOHN "L").

Block 3. Enter Component (USN, USNR, USNR (TAR), USMC).

Block 4. Enter Grade/Rate (i.e., CAPT/06, YNCM/E9, HN/E3, ENS/01E, etc).

Block 5. Enter Designator/NEC/MOS:

- a. Designator is for officer, i.e., 2100, 3100, etc.
- b. NEC is for enlisted. Use primary NEC, i.e., 0000, 8404, 2178, etc.
- c. MOS is for Marine personnel.

Block 6. Enter warfare designator.

Block 7. Enter the Unit Identification Code (UIC) which applies: NAVHOSP Twentynine Palms: 35949
46866

Block 8. Enter recommended award (i.e., Navy Commendation Medal, Letter of Commendation, etc.).

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Block 9. Check block yes or no.

Block 10. Blank boxes: Self-explanatory. The majority of peace time awards will be "meritorious".

Block 11. Number of Award of this Medal (If this person has never received one of the awards listed in Block 8, then enter "FIRST").

Block 12. Enter Action Date/Meritorious Period (beginning and ending dates for period covered). Designate month and year only.

Block 13. Enter Area of Action/Service (i.e., CONUS, Europe, MED, Caribbean).

Block 14: Enter Expiration of Active Duty:

- a. For officers enter "INDEFINITE".
- b. For retirement/separation, enter retirement or separation date.
- c. For enlisted personnel, enter EAOS.

Block 15. For an end-of-tour award or for a specific achievement the PRD must be filled in.

Block 16. Enter complete address for new duty station, including the zip code. (This enables us to forward the award to the individual's new duty station with an endorsement. If orders have not been received, then enter "ORDERS PENDING". If retiring or separating, enter the full home address, including zip code.

Block 17. Unit at time of Action/Service: Enter the unit assigned to during the action period.

Block 18. Duty Assignment: Enter job title for the action period (i.e., LPO, Head, Pharmacy Dept., etc.).

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Block 19. Previous Personal Decorations and Period Recognized:
Do not list Good Conduct Medals, MUC's, NUC's or Campaign Ribbons - (Only personal Navy decorations). Ensure the action period for each personal award is included. If the period of action is covered by one of the previous awards, a completed copy of that award must be forwarded with the recommended awarded. If no previous personal award, enter "NONE". {Example -NAM (OCT 92 - MAR 94)}

Block 20. Personal Awards Recommended - Not Yet Approved:
Normally, "NONE" is entered. If another recommendation exists, forward a copy of that recommendation with new award package.

Block 21. Other Personnel Being Recommended for Same Action:

a. For events/actions when a group is recommended for the same action, enter RATE/RANK, NAME(S), and DIRECTORATE of the other personnel recommended.

b. Normally, "NONE" is entered.

Block 22. Should read: J. M. HUBER, CAPT, NC, USN
Commanding Officer

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PERSONAL AWARDS ROUTING SHEET

Proposed Award: _____	Date Initiated: _____		
End of Tour: Y or N	Special Act: Y or N		
Name of Nominee: _____	Rank: _____	Dept: _____	
Originator: _____	Rank: _____	Phone: _____	
	Concur	Do Not Concur	Date
Dept Head: _____	_____	_____	
Comments: _____			
Directorate Representative: _____	_____	_____	
Comments: _____			
Director: _____	_____	_____	
Comments: _____			

Date received by Awards Board Coordinator: _____

Signature: _____

Date Returned for Revision: _____ Received by: _____

Date Received from Revision: _____ Received by: _____

THIS ROUTING SHEET, OPNAV 1650/3, COPY OF CITATION & SUMMARY OF ACTION(IF APP), & VIRUS FREE DISK MUST BE TURNED IN TO THE AWARDS BOARD COORDINATOR NO LATER THAN SEVEN (7) WORKING DAYS BEFORE THE BOARD CONVENES.

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